

**STRATEGIC PLAN
GOALS AND OBJECTIVES**

Overall Strategic Plan Goal	To increase the number of infants and their families, students and adults that the North Dakota School for the Deaf/Resource Center for the Deaf and Hard of Hearing serves each year.	Carmen Grove Suminski, Superintendent of NDSD/RCDHH And the Faculty and Staff	The Strategic Plan timeline is 11/01/11-4/30/13 (18 Months)	The number of student/client hours of service will be reviewed quarterly (every 3 months)
Sub Goal #1	Improve stakeholder awareness of the NDSD/RCDHH services and the future direction of NDDSD/RCDHH.* (see sub goal # 8 for name reference)			
	Objectives for sub goal #1	Person (s) Responsible	Timeline	Progress Review

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	<ul style="list-style-type: none"> • Meet with or, if necessary, schedule telephone meetings with at least 5 Superintendents and/or SPED directors per month. Explain the new strategic direction of NDSD/RCDHH. Inform them of the breadth of services available to their students through NDSD/RCDHH. 	Carmen Suminski Carol Lybeck Outreach Specialists	Nov. 2011-May 2013	Review Quarterly Jan.31, 2012 April 30, 2012 July 31, 2012 Oct 31, 2012 Jan 31, 2013 Apr.30, 3103
	<ul style="list-style-type: none"> • Disseminate and develop written information (brochure) explaining the strategic direction of NDSD/RCDHH's "A School Without Walls " plan. Disseminate to all public school district Superintendents, all SPED District Directors, all legislators and early intervention providers. 	Carmen Suminski or her designated staff person.	November 1,2011- December 1, 2011	At first quarterly review (Jan. 31,2012)
	<ul style="list-style-type: none"> • Visit 5 early intervention program directors per month to explain the services that can be provided to infants, toddlers and their families by the PIP/Outreach Specialist. Emphasize that HoH babies need service too. 	Carol Lybeck and Outreach Specialists	November 1, 2011- May 2013	Review Quarterly
	<ul style="list-style-type: none"> • Meet with or, if necessary, schedule telephone conversations with all Legislators on the Education Committee and the Appropriations Committee to share information regarding the direction of the school. Have at least 3 contacts (additional contacts may be by 	Carmen Suminski, DPI personnel	November 1,2011- April 2012	At end of second quarter. (April 30,2012)

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	<p>meeting, telephone, email, student/parent communication etc.) with each legislator by April 30, 2012</p> <ul style="list-style-type: none"> • Prepare written information (brochure) describing the collaboration between NDSD/RCDHH and Lake Region College's interpreter training program. Further explain that the NDSD/RCDHH is offering workshops for CEUs for all educational Interpreters. Send to all school districts with a survey asking, "Do you have interpreters?" "If so, how many?" "May we include their names in our registry so that we can provide them with support" 	<p>Renae Bitner and NDSD Communications Department and Interpreter Education Dept. Chair from Lake Region College</p>	<p>November 1, 2011- December 31, 2011</p>	<p>First quarter review</p>
Sub goal # 2	<p>Educate all stakeholders of the fact that deaf and hard of hearing people of all ages are at risk if appropriate intervention is not provided.</p>			
	<p>Objectives for sub goal #2:</p>	<p>Person Responsible:</p>	<p>Timeline</p>	<p>Progress Review</p>
	<ul style="list-style-type: none"> • Host a deaf awareness conference, <u>Education of Deaf and Hard of Hearing Children in the Mainstream</u> . Invite LEAs, Sped Directors, early intervention providers, parents and interested legislators at Devil's Lake Campus emphasize the critical issues of true 	<p>All strategic planners-NDSD Professional Dev. team</p>	<p>Spring 2012</p>	<p>.June 30, 2012</p>

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	<p>communication access and the implications for the child that does not have it. Help the attendees learn what children with a moderate, severe and profound hearing losses actually hear in one-to-one and in group/classroom settings.</p> <ul style="list-style-type: none"> • Each Outreach Specialist will take the information from the deaf awareness conference and synthesize it to be presented in face-to-face meetings with significant stakeholders that did not/ could not attend. 	Outreach Specialists	April 2012- April 2013	Quarterly
Sub Goal #3	Inform stakeholders of the scope and quality of services provided by the Outreach Specialists who utilize “best practices” in the renewed statewide effort to serve deaf and hard of hearing persons in this “school without walls” strategy.			
	Objectives for sub goal #3:	Person(s) Responsible	Timeline	Progress Review
	<ul style="list-style-type: none"> • Disseminate current Outreach brochure information with the names of NDSD/RCDHH outreach specialists followed by their professional vitae. Emphasize all of their 	Carol Lybeck and Outreach Specialists	November 2011- Jan.31,2012	Jan. 31, 2012

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<p>training since college.</p> <ul style="list-style-type: none"> • Encourage satisfied consumers, parents, local district personnel, students, alumni, late deafened adults and colleagues at universities and in human service agencies to notify legislators in writing or in person of the exceptional services provided by NDSD/RCDHH personnel. Minimum of 5 legislators contacted per month. • Reestablish topical paper writing about subjects related to deaf education and disseminate to all teachers of the deaf and other significant stakeholders. • Convene a professional seminar at Devil's Lake Campus for all teachers of the deaf and related professionals (not administrators) in local school districts throughout the state. Invite well-known speaker. E.g. Mary Koch, Christine Yoshinaga-Itano. Create a registry of all attendees. • Convene all teachers of the deaf at NDSD at least 2 times a year for professional support. 	<p>All Strategic Planners</p> <p>Linda Ehlers</p> <p>Carmen Suminski/ Designees</p> <p>Outreach Department</p>	<p>Nov.2011-April 2013</p> <p>Nov.2011-Apr.2013 Every other month</p> <p>By April 2012</p> <p>2X per year</p>	<p>Review Quarterly</p> <p>Review Quarterly</p> <p>April 30 ,2012</p> <p>Quarterly</p>
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	<ul style="list-style-type: none"> • Hire a well-known cochlear implant specialist consultant for 3-5 days per month for at least 2 years. Notify all LEA's, Early Intervention Centers of the new consultant. Consultant can offer regional workshops, evaluations and consultations to districts with NDSD/RCDHH specialist always present. Notify all school districts of new addition to the team. 	Carmen Suminski, Carol Lybeck	ASAP –on-going	April 30,2012
Sub Goal #4	Inform all significant stakeholders of the Century Code statute (25-07-10) Deaf Persons- Duty to Report.			
	Objectives for sub goal #4:	Person (s) Responsible	Timeline	Progress Review
	<ul style="list-style-type: none"> • Notify all public school superintendents, hospitals, physicians, otologists, audiologists, nurses, clinicians, social and welfare agencies, early intervention centers and other significant referral agents by letter and email of the requirement of North Dakota 	Carmen Suminski and NDDPI (with assistance of Dr. Gronberg)	November 2011	Jan.31, 2012

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<p>Century Code to notify the NDSD superintendent in writing of any newly diagnosed or identified deaf or hard of hearing student or child (birth to 21 years old) that enters the system within a 30 day period.</p> <ul style="list-style-type: none"> • Ask NDDPI to write and disseminate a policy guidance to all school districts stating that the duty to report statute will be enforced by NDDPI • Improve the structure of the statewide service delivery system by establishing a registry of all children and students that have been reported. Offer service from Outreach Department to every school district in which a child resides. Service will be deployed intelligently with the knowledge of the location and needs of every child and student. • In notification of the statute and in all other communication with public school districts it should be explained that NDSD/RCDHH's motivation is to fulfill its mission. NDSD/RCDHH is required to provide appropriate services to deaf and hard of hearing students and their families as needed. These services will most often be provided in the student's home district. Placement at NDSD 	<p>Carmen Suminski, Nancy Skorheim, Dr. Gronberg</p> <p>Carmen Suminski and staff</p> <p>Carmen Suminski and NDDPI</p>	<p>November 2011</p> <p>On-going</p> <p>On-going</p>	<p>Jan. 31, 2012</p> <p>Quarterly</p> <p>Quarterly</p>
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	will only be recommended when a school for the deaf is determined, through evaluation, individual educational planning and parental choice, to be the best placement for the student.			
Sub Goal #5	<p>Collect all relevant data to identify the number of students, infants and families that are served by NDSD/RCDHH faculty and staff.</p> <p>Develop formal policy that delineates the eligibility protocol for children/students who should be reported.</p> <p>Develop formal protocol for referral process. Clearly describing the procedures to be followed with each referral.</p>			

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	Objectives for sub goal #5	Person (s) Responsible:	Timeline:	Progress review
	<ul style="list-style-type: none"> • Data will be recorded and maintained by all outreach specialists on a weekly basis in a central database. • All recorders of data shall receive high level training in the collection of meaningful data. Training shall be both in the technology of database software use and the recognition of what constitutes meaningful data for NDSD/RCDHH and each stakeholder and gatekeeper group. • Data should be rich enough to reveal service gaps. It should reveal the area(s) of the state where there are gaps and the specific services that are needed. • Share data with legislators on a regular basis. (Do not wait until the biennial session) • Monthly reports should be disseminated. Reports should include: # of students at NDSD, # of students served on consultant basis by outreach, # of infants/families in PIP. #and 	<p>Outreach Specialists/Data Team</p> <p>Database consultant and Dr Gronberg</p> <p>Outreach specialists/Data Team</p> <p>Carmen Suminski/Data Team</p> <p>Carmen Suminski/ Data Team</p>	<p>ASAP-On-Going</p> <p>Before January 2012</p> <p>On-Going</p> <p>On-going</p> <p>Monthly</p>	<p>January 31,2012 and quarterly There after</p> <p>Jan.31, 2012</p> <p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p>

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	<p>kind of direct service hours by Outreach, # and kind of evaluations performed, # of IEP meetings attended, #of telephone contacts, # driving hours for each contact. Each minute of Outreach Specialist time should be accounted.</p> <p>For continuous quality improvement, consumer satisfaction questionnaires should be developed and disseminated at reasonable intervals for each service that is provided by the NDSD/RCDHH team. CPI Data should be maintained and monitored quarterly</p> <p>Protocol for registration eligibility shall be developed.</p> <p>Develop formal process, procedures and reporting of all new referrals.</p>	Data Team Carmen Suminski/designees Carmen Suminski/designees	Monthly January 2012 January 2012	Quarterly
Sub Goal #6	Provide support and professional development of all educational interpreters in the state through the partnership of NDSD and Lake Region College.			
	Objectives for sub goal #6	Person (s)	Timeline	Progress

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		Responsible:		Review
	<ul style="list-style-type: none"> • Offer 2 workshops for the school district's interpreters at NDSB each school year. Interpreters participate to earn CEUs to maintain license. 	Renae Bitner/ NDSB communication department	January 2012, May 2012	July 31, 2012- quarterly thereafter
	<ul style="list-style-type: none"> • Offer EIPA testing at NDSB and in one other region 2 times per year. 	Renae Bitner, communication department and Lakes Region College	June 2012, September 2012	Quarterly
	<ul style="list-style-type: none"> • With NDDPI, notify LEAs and Sped Districts of the state requirement that states that educational interpreters must have passed the EIPA with a score of 3.5 or better to interpret in the classroom. Also remind the administrators that, regardless of job title, any individual who is transmit information between teacher and deaf student in sign language is, by definition, an interpreter and by state statute must be qualified. 	Renae Bitner and staff	Before January 2012	Jan.31, 2012
	<ul style="list-style-type: none"> • Through collection of data from survey noted in sub goal #1 and through information provided by NDDPI maintain a registry of educational interpreters in the state. 	Renae Bitner and communication department	January 31, 2012	Quarterly
	<ul style="list-style-type: none"> • Notify school districts that the 	Renae Bitner and	January 31, 2012	

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	<p>communication department at NDSD/RCDHH is available for evaluation, supervision and support of their educational interpreters. Provide the above.</p> <ul style="list-style-type: none"> • Maintain a list of freelance interpreters in order to provide substitute interpreters to the school districts. Offer assistance to the school districts in the recruitment of qualified interpreters to fill vacancies. • Provide periodic (2-3 times per year) support groups for educational interpreters. Support group leader should be a RID licensed interpreter. • As explained in data section above for Outreach Specialists, data should be maintained and updated monthly indicating # and kind of contacts provided to interpreter community each month. Include the # of deaf students affected by the service(s) provided for their interpreter. 	<p>communication department</p> <p>Renae and communication department</p> <p>Renae Bitner, communication department and Lakes Region College</p> <p>Communication Department</p>	<p>January 31, 2012</p> <p>Fall, Winter, Spring</p> <p>Monthly</p>	<p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p>
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Sub Goal # 7	Develop a client search system for locating deaf and hard of hearing adults (21 years and /or HS grad and up.) who are in need of service and resources. Enter results into data collection system			
	Objectives:	Person(s) Responsible	Timeline	Progress Review
	<ul style="list-style-type: none"> • Request that all adult service agencies in North Dakota notify the Coordinator of Adult Services at NDSD of any deaf or hard of hearing clients that they are serving. Request the kind of service they are or should be providing and if they are unable to provide it, why. • Survey Adult Deaf community to determine their perspective of service needs • Maintain data of every adult service agency contacted and of the number of deaf and hard of hearing clients served. Also maintain in database any services that the client is unable to access. • The Adult Service Coordinator should meet with at least 3 directors of adult service agencies per month explaining her availability to work with them in providing appropriate 	<p>Pam Smith with Outreach Specialists</p> <p>Pam Smith/Data Team</p> <p>Pam Smith with Outreach Specialists</p> <p>Pam Smith with Outreach Specialists</p>	<p>Before 12/31/11</p> <p>January 2012</p> <p>On-going</p> <p>Monthly</p>	<p>Jan.31.2012</p> <p>Jan.31, 2012</p> <p>Quarterly</p> <p>Quarterly</p>

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<p>services to adult deaf and hard of hearing clients.</p> <ul style="list-style-type: none"> • The Adult Service Coordinator should continue to provide a support group for the late deafened adults and add two more monthly support groups in different regions within a year. One of the regions should be Devils Lake. • Data should be maintained on the number of late deafened adults served in support groups and shared with significant stakeholders like the legislators. • If there are late deafened adults who are appreciative of the services, they should be encouraged to notify their legislator of their appreciation. • The Adult Services Coordinator should contact Dr Michael Harvey and seek his guidance and support regarding tele-therapy and the use of interpreters in therapy for those adult deaf clients in need of counseling. *(Dr Harvey has already agreed to be a resource) • The Adult Service Coordinator should work closely with the communications 	<p>Pam Smith</p> <p>Pam Smith</p> <p>Pam Smith</p> <p>Pam Smith</p> <p>Pam Smith with Outreach Specialists</p>	<p>Monthly</p> <p>On-going but shared at least 2x/year</p> <p>1x per /year</p> <p>November 2011</p> <p>On-going</p>	<p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p> <p>Jan.31, 2012</p> <p>Quarterly</p>
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<p>department to identify interpreters in the different regions who are available and qualified to provide interpreting to make services accessible to deaf adults. Particular care should be given to finding those interpreters who are qualified and willing to interpret therapy sessions. * (If necessary the facilitator can provide names of interpreters who are highly qualified in clinical and psychiatric counseling situations)</p> <ul style="list-style-type: none"> • The Coordinator should work to establish interpreted AA meetings in each of the most populated areas of the state and advertise interpreter availability in the newspapers that publish ads for AA meeting. • The Coordinator should develop a report that is reviewed quarterly of the unmet service needs of the adult deaf community in each of the 8 regions of the state. The report should include specific data gathered through the outreach efforts stated above. • The Coordinator should identify through her contacts any available funding available for adult deaf services in ND. She should also contact Pep Net to determine if there are 	<p>Pam Smith</p> <p>Pam Smith</p> <p>Pam Smith</p>	<p>By November 2012</p> <p>Quarterly-on-going</p> <p>On-going</p>	<p>Quarterly</p> <p>Quarterly</p> <p>Quarterly</p>
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